

Author's Draft

**Coaching for Commitment:
Achieving Superior
Performance from
Individuals and Teams
(Third Edition)**

Frequently Asked Questions

By

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Coaching for Commitment Frequently Asked Questions

"Coaching is a Process, not an event."

—Cindy Coe

The return on investment for coaching is multiple times the initial investment, and the payoffs are tangible: sustained superior performance and commitment to self, organizations, and goals. The more coaching happens, the more high performing individuals and teams become. Coaching is an investment in people that leads to bottom-line results!

This new, third edition of the best-selling **Coaching for Commitment** is based on the groundbreaking coaching work of the late Dennis C. Kinlaw. In this thoroughly revised and updated edition the authors, Cindy Coe and Amy Zehnder clearly show that coaching is a proven strategy for improving performance in today's environment of intense competitiveness for total customer satisfaction, continuous improvement, and the drive to deliver superior products and services.

Coaching for Commitment is filled with easy to use tools, illustrative examples, and sample coaching conversations that clearly show how to use the coaching process, understand the underlying model, and develop the needed skills.

What is Coaching for Commitment designed to achieve?

First and foremost, Coaching for Commitment is about taking care of people; by taking care of people, you take care of the bottom line. The return on investment for coaching is multiple times the initial investment, and the payoffs are tangible: sustained superior performance and commitment to self, organization, and goals. The more coaching happens, the more high performing individuals and teams become. Just imagine an entire organization in which the majority of teams are high performing. . . . Now *there's* a value proposition for coaching!

From assessing your coaching skills to learning new ways to coach and teach coaching to others Coaching for Commitment Program is designed to help you achieve better results as a manager, a business owner, as an employee, a parent, etc.

What is unique or different about Coaching for Commitment and its approach?

Never before has there been a program that so clearly distinguishes coaching as a singular role or a tool (CSI) that allows people to assess which role they gravitate toward (mentor, manager, instructor, coach) while measuring the "coaching gap" between performing other roles and being in the coach role. This program is unique in that it encourages participants to look at coaching in its purest form.

Why should I buy Coaching for Commitment?

Coaching for Commitment does something that no other program has done before; it provides precise definitions of coaching and other roles by introducing the *Role Model* and the *WHAT and HOW* method. Coaching for Commitment makes it easy to differentiate when you are managing, mentoring, instructing and coaching. Coaching for Commitment will

teach you how to identify when coaching is the optimum role to play and how to become a skillful (or more skillful) coach.

What individual components does Coaching for Commitment include?

The Coaching for commitment package contains several components. We recommend starting with the CSI: Self, then read the book, *Coaching for Commitment: Achieving Superior Performance from Individuals and Teams (Third Edition)* to gain a clear understanding of the program and its concepts. While the maximum benefit from the Coaching for Commitment program is best achieved by using all of the components together as a set, some components can be combined or used separately.

- I. **Coaching for Commitment: Achieving Superior Performance from Individuals and Teams (Third Edition), Book**
This book includes the most current coaching strategies and methodologies and provides information on the latest definitions of what coaching is and ways to succeed at coaching. The authors take Kinlaw's concept of tying coaching and commitment one step further and make commitment to action part of a new coaching model. *Coaching for Commitment* offers a practical, how-to guide to coaching for anyone (no matter what their skill level) who wants to hone their coaching skills for a range of circumstances and using a variety of methods--face-to-face, with a virtual team, on the fly, by phone, or e-mail.
- II. **Coaching for Commitment Workshop**
This workshop contains a fully revised, interactive, experiential, and comprehensive two-day training course on the Coaching for Commitment content with extensions to apply it to the real world of business and coaching. The workshop has four components:
 1. **Facilitator's Guide:** Your comprehensive *how to* guide for facilitating the Coaching for Commitment Workshop
 2. **Participant Workbook**
 3. **DVD/video**
 4. **CD-ROM:** Contains a slide presentation and supplemental materials
- III. **Coaching Skills Inventory (CSI)**
The Coaching Skills Inventory (CSI) contains three components:
 1. **CSI: Self-Assessment:** The *CSI: Self* has been revised and updated to identify (1) a coaching gap compared to an ideal, (2) the role(s) you gravitate toward, and (3) proficiency levels in using certain coaching skills during interactions with others. We recommend taking the assessment before you read the book. It will provide you with a great starting point for your reading.
 2. **CSI: Observer Assessment:** Use the *CSI: Observer* to get a holistic view of the behaviors and actions you exhibit. It can be used to obtain 360-degree feedback; for the full 360-degree view, obtain an observer assessment from your boss, three direct reports (if applicable), and three others. Depending on the nature of your work and/or your purpose in using this inventory, "others" may include peers, partners, vendors, customers, or students. The *CSI: Observer* also makes a great follow-up assessment to check your progress.
 3. **CSI Administrator's Guide:** Your *how to* guide for administering the CSI. The CSI Administrator's Guide is designed to assist anyone who is

administering the CSI as a part of a workshop other than Coaching for Commitment or as a stand-alone assessment. This Guide is sold separately from the workshop package.

IV. **Coaching for Commitment Discussion Guide**

Are you planning to create a Coaching for Commitment culture or simply help others to understand what Coaching for Commitment is all about? This helpful booklet was designed for you to share the basics of Coaching for Commitment with others. Using the guide will assist you in providing others with a foundation for understanding what you are trying to do when in the coach role. It will help you generate a spirit of commitment to coaching with your team or organization. It also makes a great refresher tool for you.

Who is the Coaching for Commitment program/package designed for?

Coaching for Commitment has something to offer to everyone. The manager who is looking to foster independence and innovation, the executive who wants to hone strategic and interpersonal skills, the teacher who is trying to communicate differently with students and team members, the employee who is stuck in a rut and is looking for growth and opportunity, the parent who is looking for a new and creative way to interact with their kids, or the coaching professional who is looking for a new way of re-energizing his or her coaching. Coaching for Commitment is particularly effective in organizations with a multigenerational workforce. This book is for the new and the novice coach, as well as for the seasoned and savvy:

I am a CEO. How will using Coaching for Commitment positively impact my company's bottom line?

Coaching is a powerful tool for leaders and managers in organizations because of its sweeping and powerful effects on attitudes, innovation and productivity. The ROI (return on investment) of coaching has been studied and has proven its worth as multiple times the initial investment. This program will allow you to create a Coaching for Commitment Culture in your organization that can potentially produce as many coaches as there are employees! A reciprocal coaching environment means maximizing ROI to its fullest potential. Maximizing ROI by coaching means that employees become more efficient, satisfied and productive; and that customers are served well, which translates to increased bottom line potential!

I am an internal HR consultant and work with the senior leadership team. How would I use Coaching for Commitment in this role?

Coaching can be used very effectively in the HR role to help you be seen as a strategic partner when working with senior leaders. Coaching for Commitment shows you how to shift from being a consultant (*instructor role*) to a *coach* so that you and your leaders are working together to leverage each others strengths and achieve a shared vision.

I am the plant manager of a small manufacturing company. What does Coaching for Commitment have to offer me?

Regardless of your company's size or industry, Coaching for Commitment is an effective tool that can improve communication, job satisfaction and performance from the top down and sideways. This occurs when you adopt coaching as one of the roles you play in performing your job. You will benefit by using coaching to empower others to reach their maximum potential.

I manage a group of 11 project managers. How will Coaching for Commitment help us?

As a project management manager, you play a dual role; that of people-manager and project manager. Coaching for Commitment can help you with both. First, by allowing you to work with each of your project manager's as a coach to ensure efficient project completion and commitment to results; second, by providing you with the tools to stay on track and updated about project schedules and deliverables without micromanaging; and third, by creating an environment where shared knowledge, information and expertise is paramount to project success.

I am a Generation X team leader working with several Millennials/Generation Y employees. How can I use Coaching for Commitment to improve the working relationship and motivate my team?

Many companies include generations training as a part of organizational diversity initiatives. Because coaching is really all about meeting the needs of the *person being coached (PBC)* it is a perfect fit for working with folks from each generation in the workplace - especially Millennials/Gen Yers who want and need to be heard, like to have input into their own careers and daily work activities, and who have a very different perspective than previous generations. Because the *coach role* requires that the coach become *egoless*, the coaching process considers the values and needs of the PBC more than those of the coach - generational values included. This makes discussion of goals and commitment to action much more palatable to the PBC.

We are a large healthcare organization. Would Coaching for Commitment work in our environment?

Yes. The newly revised (third edition) Coaching for Commitment program continues to produce successful results in the world of healthcare. Typically, because clinical education is the major push in such organizations, implementing programs such as Coaching for Commitment can take a back seat. The consequences of such an action can be devastating to both employee morale and patient care. In today's busy healthcare environment where budget cuts and transient employee populations are on the rise, Coaching for Commitment is a proven method for providing care-givers, administrators, support staff and others with the skills they need to interact effectively on the floor, with patients and with one another.

I am a university professor in the college of business. How can I include Coaching for Commitment as a part of my curriculum?

Today, coaching is an essential role for every emerging leader to perform, and more and more colleges and universities are adding coaching courses to their curriculum. Coaching for Commitment is an ideal program to be included in your college of business curriculum. Use *Coaching for Commitment: Achieving Superior Performance from Individuals and Teams (Third Edition)* as the textbook for your university course in coaching; whereas each of the nine chapters can be used as a step by step guide for teaching coaching to others through reading, lecture and practice. At each Chapter's end is a *coaching moment* which can be used as the basis for assignments and extension of learning or practicum. Include executive coaches as guest speakers to augment the course. The *Coaching for Commitment Workshop* can be used as an enhancement to course content. Modules can be broken down into manageable chunks and the exercises and activities can become part of a truly interactive college coaching course experience. To create a really comprehensive coaching program, have students complete a project on coaching and its impacts to business; whereby they can spend time observing other coaches and trying their hand at coaching in host organizations, then reporting back their findings to the class. Projects can include observation (by organizational stakeholders,

fellow students or the professor) using the CSI: Observer and other tools provided in the Coaching for Commitment book.

I am a school principal. How can Coaching for Commitment help me?

Coaching for Commitment has a proven track record in helping educators more effectively work with students, to improve communication between administrators and educators, to provide powerful tools for partnering with parents, and to make educator to educator interactions more productive. Coaching is not just for the world of business! With growing student populations and diminished funding, administrators and educators need tools to enhance esteem, to be successful and empowered, and to reach shared visions while continuing to provide the best education to our most important resource—children.

I am a Doctor with a growing practice. What can Coaching for Commitment do for us?

Coaching for Commitment is an ideal program for a growing medical practice. Growing pains occur in many organizations, but there are none where the impacts are felt as strongly or as far reaching as in private practice, because anything that impacts staff then impacts the team and ultimately, productivity and patients. Coaching for Commitment provides a method and tools to garner honest and direct communication from staff, commitment to sustained superior performance, improved and streamlined productivity and enhanced patient relations in times of growth and beyond.

What else do I need to know?

The book, *Coaching for Commitment: Achieving Superior Performance from Individuals and Teams (Third Edition)*, contains a chapter (Chapter 9) on *Creating a Coaching for Commitment Culture*. This chapter includes a section with additional frequently asked questions, which may be of interest to you.

ABOUT THE AUTHORS

Cindy Coe is the president of **InsideOut Discovery, Inc.**, an international coaching and consulting practice that specializes in executive coaching. She is an executive coach who is a recognized expert in enhancing organizational effectiveness and creating customized learning and development programs.

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InsideOut Discovery, Inc. (IOD) is a full service coaching and consulting firm specializing in Executive Coaching, Team Building, Facilitation and Instructional Design. Founded in 2002, this dynamic organization serves clients in the US and abroad and takes an individualized approach with every client. Please contact us if you would like more information on how to use the *Coaching for Commitment* program in your organization!
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